

**BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE**

**Leonard D. Schiavone, Chair
Delores E. Crawford, Vice Chair
All Trustees are Members
Randy J. Dunn, *Ex-Officio***

**Thursday, December 12, 2013
3:00 p.m. or immediately following
previous meeting**

**Tod Hall
Board Meeting Room**

AGENDA

- A. Disposition of Minutes for Meetings Held September 12, 2013; and September 25, 2013**
- B. Old Business**
- C. Committee Items**
 - 1. Finance and Facilities Action Items**
 - a. Resolution to Modify Selection of Design Professionals for University Capital Projects Policy, 4007.01** **Tab 1**
John Hyden, Executive Director of Facilities, will report.
 - b. Resolution to Approve an Increase to the College Fee for the College of Sciences, Technology, Engineering and Mathematics (STEM), Effective Spring Semester 2014** **Tab 2**
Ikram Khawaja, Provost and Vice President for Academic Affairs, and Martin Abraham, Dean, College of STEM, will report.
 - c. Resolution to Approve a New Technology and Laboratory Materials Fee Level, Effective Fall Semester 2014** **Tab 3**
Ikram Khawaja, Provost and Vice President for Academic Affairs, will report
 - d. Resolution to Approve Room Rental Rates for the University Courtyard Apartments, Effective Fall Semester 2014** **Tab 4**
Jack Fahey, Vice President for Student Affairs, will report.
 - e. Resolution to Approve Interfund Transfers** **Tab 5**
Katrena Davidson, Controller, will report.

2. Finance and Facilities Discussion Items

- a. Update on University Budget Fiscal Year 2014** **Tab 6**
Gene Grilli, Vice President for Finance and Administration, and Neal McNally, Director of Budget Planning and Treasury Operations, will report.
- b. Strategic Plan Cornerstone Update** **Tab 7**
Gene Grilli, Vice President for Finance and Administration, will present a progress report on the Accountability and Sustainability initiatives.
- c. Discussion on University Metrics** **Tab 8**
Gene Grilli, Vice President for Finance and Administration, will report.
- d. Planning and Construction Projects Update** **Tab 9**
An update on the Capital Bill and potentially planned construction projects throughout campus for 2014.
Gene Grilli, Vice President for Finance and Administration, and Rich White, Associate Director of Planning and Construction, will report.
- e. Report of Audit Subcommittee**
A verbal report of the Audit Subcommittee will be presented. Leonard D. Schiavone will report.
- f. Report of Investment Subcommittee**
A verbal report of the Investment Subcommittee will be presented. Delores E. Crawford will report.

D. New Business

E. Adjournment

AGENDA ITEM: C.1.a.

AGENDA TOPIC: Resolution to Modify Selection of Design Professionals for University Capital Projects

STAFF CONTACT(S): John Hyden, Executive Director of Facilities

BACKGROUND: The existing policy covering selection of architect/engineers for university projects was originally established in 1999 and has undergone several revisions and has been subject to multiple exceptions to allow for operational functionality.

SUMMARY AND ANALYSIS: The policy, as modified, addresses the problematic issues of the previous versions and aligns Youngstown State University's design professional selection procedures with those of our sister institutions.

- Allows for selection of design professionals by administrative staff as is the practice at all other state universities in Ohio.
- Provides for participation by Board of Trustees representative if desired.
- Is compliant with ORC and OFCC requirements.
- Contemplates alternative delivery methods allowed by the state's construction reform.
- Eliminates potential conflicts for individual Board members.

RESOLUTION:

**RESOLUTION TO MODIFY
SELECTION OF DESIGN PROFESSIONALS FOR
UNIVERSITY CAPITAL PROJECTS POLICY**

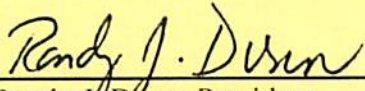
WHEREAS, the Institutional Policies are being reviewed and reconceptualized on an ongoing basis; and

WHEREAS, this process can result in the modification of existing policies, the creation of new policies, or the deletion of policies no longer needed; and

WHEREAS, action is required by the Board of Trustees prior to replacing and/or implementing modified or newly created policies, or to rescind existing policies;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the modification of the Institutional Policy governing Selection of Architects/Engineers for University Capital Projects, policy number 4007.01 of the *University Guidebook*, to be retitled as Selection of Design Professionals for University Capital Projects, shown as Exhibit __ attached hereto. A copy of the policy indicating changes to be made is also attached.

RECOMMEND APPROVAL:


Randy J. Dann, President

**Board of Trustees Meeting
December 18, 2013
YR 2014-**

UNIVERSITY GUIDEBOOK

Title of Policy:	Selection of Design Professionals for University Capital Projects
Responsible Division/Office:	Finance and Administration
Approving Officer:	Vice President for Finance and Administration
Revision History:	June 2002; June 2008; December 2013
Resolution Number(s):	YR 1999-20; YR 2002-52; YR 2008-50; YR 2014-
Board Committee:	Finance and Facilities
EFFECTIVE DATE:	December 18, 2013
Next Review:	2018

Policy: Selection of architects/engineers for University capital projects is based on size, complexity, and estimated cost of the project. Smaller projects may be completed by the University architect and internal personnel or by an external architect/engineer. For projects requiring an external architect/engineer, a competitive selection process will be used based upon an evaluation of submitted proposals. Selection of external architect/engineers for State administered projects may include the Ohio Facilities Construction Commission (OFCC). In all cases, the selection process will conform to ORC 153. Projects limited in scope to mechanical, electrical, structural, or building envelope maintenance will not be subject to this policy. In selected cases, State authorized alternative project delivery methods may be utilized.

Parameters:

- All projects subject to this policy will be publicly advertised according to institutional or state requirements.
- Approved projects will be shared, for information purposes, at regularly scheduled meetings of the Finance and Facilities Committee of the Board of Trustees. It is recognized that on rare occasions, and where timely decisions are required, it may not be feasible to immediately convene a meeting of the Finance and Facilities Committee. In such cases, the University President and the Finance and Facilities Committee Chairperson will agree upon an appropriate procedure to be followed.

- The Executive Director of Facilities and Support Services will determine the appropriate representative(s) to serve on the Project Teams, in consultation with the area officer for the project's user department. A member of the Board of Trustees may be included on the Project Team.

Procedures:

There are four general procedures that may be used to determine the use and selection of architects/engineers for capital projects. It is recognized that under a particular situation, one or more modifications may need to be made to accommodate the requirements of a specific project.

The Associate Director of Planning and Construction will prepare a preliminary estimate of costs and scope of all projects. A recommendation including these factors and the capability of internal personnel to complete the project will be submitted to the Executive Director of Facilities and Support Services for determination of the procedures to be followed.

Classification One (1). Capital Projects Designed by University Staff

1. The Executive Director of Facilities and Support Services will appoint a Project Team and Chairperson for each project.
2. The Team will typically include two or three University professional staff members and one or more "users" of the space to be constructed. The Team Chairperson will maintain and regularly distribute minutes of all meetings.
3. The Team Chairperson will work closely with the members of the department/unit that will occupy the space being designed and maintain the scope and costs of the project within the availability of project funds.

Classification Two (2). Capital Projects Locally Administered and Designed by External Architects/Engineers

1. The Executive Director of Facilities and Support Services will appoint a Project Team and Chairperson for each project.
2. The Team will typically include two or three University professional staff members and one or more "users" of the space to be constructed. The Team Chairperson will maintain and regularly distribute minutes of all meetings.

3. The Project Team will determine the desired qualifications needed by the architect/engineer for the project. These qualifications, along with the scope of the project, will be stated in the Request for Proposals (RFP).
4. The RFP will be sent to an appropriate number of design firms who have expressed an interest in being considered for University projects. Additional firms may be solicited through an advertisement in *The Vindicator* and an RFP to the *Ohio Register*.
5. The Project Team will evaluate submitted proposals and, if appropriate, interview firms in accordance with Ohio Department of Administrative Services procedures. The Team will submit a ranked list of firms, based on average composite scores and with recommendations, to the Executive Director of Facilities and Support Services for approval.
6. The selected firm, for informational purposes, will be reported to the Board of Trustees.

Classification Three (3). Capital Projects Administered by the State and Designed by External Architects/Engineers

1. All State Department of Administrative Services procedures, including advertising and determination of firms selected for interview, will be followed.
2. The Project Team and representative(s) of the OFCC will follow the procedures established by the OFCC to select the architect/engineer for the project.
3. The selected firm, for informational purposes, will be reported to the Board of Trustees.

Classification Four (4). Alternative Project Delivery Methods

1. On a case-by-case basis, the administration may designate a capital project for construction using State approved alternative delivery methods such as “design-build or construction manager.” The University administration will select the design-build firm or construction manager following procedures established by the OFCC and will inform the Board of Trustees at their next regularly scheduled meeting.
2. The University will follow the guidelines for this alternative delivery method as established by the OFCC.

REDLINE VERSION
UNIVERSITY GUIDEBOOK

Subject: ~~Selection of Architects/Engineers for University Capital Projects~~

Developed by:	Eugene Grilli	Authorized by:	Eugene Grilli
Title:	Vice President for Finance and Administration	Title:	Vice President for Finance and Administration
Approved:	June 20, 2008	EFFECTIVE:	June 20, 2008
Revised:	June 28, 2002		
	June 20, 2008		

Title of Policy:	Selection of Architects/Engineers Design Professionals for University Capital Projects
Responsible Division/Office:	Finance and Administration
Approving Officer:	Vice President for Finance and Administration
Revision History:	June 2002; June 2008; December 2013
Resolution Number(s):	YR 1999-20; YR 2002-52; YR 2008-50; YR 2014-
Board Committee:	Finance and Facilities
EFFECTIVE DATE:	December 18, 2013
Next Review:	2018

Policy: Selection of architects/engineers for University capital projects is based on size, complexity, and estimated cost of the project. Smaller projects, ~~less than \$500k,~~ may be completed by the University architect and internal personnel or by an external architect/engineer. For projects requiring an external architect/engineer, a competitive selection process will be used based upon an evaluation of submitted proposals. Selection of external architect/engineers for State administered projects ~~over \$500,000 will involve the Finance and Facilities Committee of the Board of Trustees, and~~ may include the ~~Office of the State Architect~~ Ohio Facilities Construction Commission (OFCC). In all cases, the selection process will conform to ORC 153. Projects limited in scope to mechanical, electrical, structural, or building envelope maintenance will not be subject to this policy. ~~In selected cases, State authorized alternative project delivery methods may be utilized.~~

~~RESOLUTION NUMBER: YR 1999-20; YR 2002-52; YR 2008-50~~

Parameters:

- All projects subject to this policy will be publicly advertised according to institutional or state requirements. ~~At a minimum, all projects subject to this policy will be advertised in *The Vindicator*.~~
- Approved projects will be shared, for information purposes, at regularly scheduled meetings of the Finance and Facilities Committee of the Board of Trustees. It is recognized that on rare occasions, and where timely decisions are required, it may not be feasible to immediately convene a meeting of the Finance and Facilities Committee. In such cases, the University President and the Finance and Facilities Committee Chairperson will agree upon an appropriate procedure to be followed.
- The Executive Director of Facilities and Support Services will determine the appropriate representative(s) to serve on the Project Teams, in consultation with the area officer for the project's user department. ~~A member of the Board of Trustees may be included on the Project Team.~~

Procedures:

There are ~~three~~ **four** general procedures that may be used to determine the use and selection of architects/engineers for capital projects. It is recognized that under a particular situation, one or more modifications may need to be made to accommodate the requirements of a specific project.

The Associate Director of Planning and Construction will prepare a preliminary estimate of costs and scope of all projects. A recommendation including these factors and the capability of internal personnel to complete the project will be submitted to the Executive Director of Facilities and Support Services for determination of the procedures to be followed.

Classification One (1). Capital Projects Designed by University Staff ~~or by External Architects/Engineers (\$500,000 or less)~~

1. The Executive Director of Facilities and Support Services will appoint a Project Team and Chairperson for each project.
2. The Team will typically include two or three University professional staff members and one or more "users" of the space to be constructed. The Team Chairperson will maintain and regularly distribute minutes of all meetings.

3. The Team Chairperson will work closely with the members of the department/unit that will occupy the space being designed and maintain the scope and costs of the project within the availability of project funds.
- ~~4. If it is determined that University personnel have the time and capability to complete the project, it will be designed and managed internally and will not be advertised to external firms.~~
- ~~5. If the Project Team or the Executive Director of Facilities and Support Services determines that an external architect/engineer is required to design and manage a project, the committee will comply with DAS/OSA procedures to select an Associate. The Team will recommend a firm to the Executive Director of Facilities and Support Services for approval.~~

Classification Two (2). Capital Projects Locally Administered and Designed by External Architects/Engineers (~~over \$500,000~~)

1. The Executive Director of Facilities and Support Services will appoint a Project Team and Chairperson for each project.
2. The Team will typically include two or three University professional staff members and one or more “users” of the space to be constructed. The Team Chairperson will maintain and regularly distribute minutes of all meetings.
3. The Project Team will determine the desired qualifications needed by the architect/engineer for the project. These qualifications, along with the scope of the project, will be stated in the Request for Proposals (RFP).
4. The RFP will be sent to an appropriate number of design firms who have expressed an interest in being considered for University projects. Additional firms ~~will~~ **may** be solicited through an advertisement in *The Vindicator* and an RFP to the *Ohio Register*.
5. The Project Team will evaluate submitted proposals and, if appropriate, interview firms in accordance with Ohio Department of Administrative Services procedures. The Team will submit a ranked list of firms, based on average composite scores and with recommendations, to the Executive Director of Facilities and Support Services **for approval**.
- ~~6. The Team’s ranked list and recommendations will be shared with the Vice President for consideration and counsel with the President.~~

- ~~7. The President will submit to the Finance and Facilities Committee an unranked list of three to five top-scoring firms, along with the rationale (pros and cons) provided by the Project Team.~~
- ~~8. A copy of the RFP and the Responses to the Request for Proposals provided by the firms recommended for interviews will be provided to the Finance and Facilities Committee. The order in which firms are interviewed will be determined by a draw.~~
- ~~9. Firms will be afforded a maximum of one hour for the presentation to the Committee. The presentation will be followed by a question and answer period.~~
- ~~10. The Finance and Facilities Committee, provided a quorum, and after full discussion, will vote by roll call to select the proposal to be adopted. The adopted proposal must receive a majority vote. If no proposal receives a majority vote, the Committee will continue the discussion and will vote until such time as a majority vote is achieved. If necessary, the Committee may adopt a tiebreaker procedure. Failing adoption of a proposal, the Committee may request a resubmission of proposals.~~
- 11-6. The **Committee selected firm**, for informational purposes, will **be reported the selection** to the Board of Trustees.

Classification Three (3). Capital Projects Administered by the State and Designed by External Architects/Engineers

1. All State Department of Administrative Services procedures, including advertising and determination of firms selected for interview, will be followed.
- ~~2. The Finance and Facilities Committee and representative(s) of the Office of the State Architect will interview the firms recommended for consideration. In addition to the President and Executive Vice President, the Committee may invite others to participate in the process.~~
3. The **Finance and Facilities Committee Project Team** and representative(s) of the **Office of the State Architect OFCC** will follow the procedures established by the **Office of the State Architect OFCC** to select the architect/engineer for the project.
4. The **Committee selected firm**, for informational purposes, will **be reported the selection** to the Board of Trustees.

Classification Four (4). Alternative Project Delivery Methods

1. On a case-by-case basis, the administration may designate a capital project for construction using State approved alternative delivery methods such as “design-build or construction manager.” The University administration will select the design-build firm or construction manager following procedures established by the OFCC and will inform the Board of Trustees at their next regularly scheduled meeting.
2. The University will follow the guidelines for this alternative delivery method as established by the OFCC.

AGENDA ITEM: C.1.b.

AGENDA TOPIC: Resolution to Approve an Increase to the College Fee for the College of Science, Technology, Engineering and Mathematics (STEM), Effective Spring Semester 2014

STAFF CONTACT(S): Ikram Khawaja, Provost and Vice President for Academic Affairs, and Martin Abraham, Dean, College of STEM

BACKGROUND: College fees are special purpose fees that are solely dedicated to support the operations and physical infrastructure of individual colleges.

SUMMARY AND ANALYSIS: The STEM College proposes to increase its college fee by \$4.00, resulting in a new total rate of \$25.00 per student credit hour, effective Spring semester 2014. This increase would provide additional estimated revenue of \$50,000 for the current 2014 fiscal year and \$100,000 in additional annual revenue. This increase would enable the STEM College to meet escalating costs associated with equipment maintenance, specialized supplies, and facility modifications. The College, while it cannot underwrite all related costs with student fees, is seeking to get somewhat closer to cost recovery as prices for both specialized lab equipment and its ongoing maintenance continue to rise.

RESOLUTION:

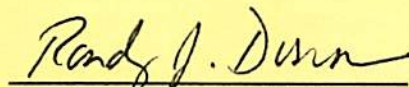
RESOLUTION TO APPROVE AN INCREASE TO THE
COLLEGE FEE FOR THE COLLEGE OF SCIENCES,
TECHNOLOGY, ENGINEERING AND MATHEMATICS (STEM),
EFFECTIVE SPRING SEMEMSTER 2014

WHEREAS, Ohio law provides that each Board of Trustees of state-assisted institutions of higher education may establish special purpose fees, service charges, and fines and penalties; and

WHEREAS, the STEM College fee represents a fee unique for students with an academic standing of junior and above who are enrolled in the College; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the STEM College fee rate of \$25.00 per semester credit hour, effective Spring semester 2014.

RECOMMEND APPROVAL:



Randy J. Dunn, President

Board of Trustees Meeting

December 18, 2013

YR 2014-

AGENDA ITEM: C.1.c.

AGENDA TOPIC: Resolution to Approve a New Technology and Laboratory Materials Fee Level, Effective Fall Semester 2014

STAFF CONTACT(S): Ikram Khawaja, Provost and Vice President for Academic Affairs

BACKGROUND: Technology and Laboratory Materials fees are student charges assessed for certain courses that have additional associated costs. There are presently ten (10) levels of such fees, each assessed a rate intended to reflect the additional costs associated with the course to which the fee is assigned. This action would create an 11th level of related fees for New Technology and Laboratory Materials.

SUMMARY AND ANALYSIS: The Division of Academic Affairs recommends a new Technology and Laboratory Materials Fee level of \$100.00 per course, effective Fall semester 2014. This new fee level would provide additional resources necessary to accommodate the increasing costs of certain academic programs and disciplines. Early approval is sought to ensure sufficient time to assign the new fee level to the appropriate courses prior to the opening of registration for Fall 2014 classes; at this time, no course is assigned this fee level pending review of each course this Spring.

RESOLUTION:

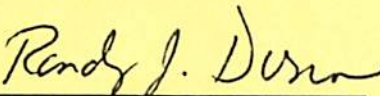
RESOLUTION TO APPROVE A NEW
TECHNOLOGY AND LABORATORY MATERIALS FEE LEVEL,
EFFECTIVE FALL SEMESTER 2014

WHEREAS, Ohio law provides that each Board of Trustees of state-assisted institutions of higher education may establish special purpose fees, service charges, and fines and penalties; and

WHEREAS, Technology and Laboratory Materials Fees are assessed for certain courses to recognize the differential costs of academic coursework; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve a new Technology & Laboratory Materials Fee level of \$100.00 per course, effective Fall semester 2014.

RECOMMEND APPROVAL:



Randy J. Dunn, President

**Board of Trustees Meeting
December 18, 2013
YR 2014-**

AGENDA ITEM: C.1.d.

AGENDA TOPIC: Resolution to Approve Room Rental Rates for the University Courtyard Apartments, Effective Fall Semester 2014

STAFF CONTACT(S): Jack Fahey, Vice President for Student Affairs, and Matt Novotny, Executive Director of Student Services

BACKGROUND: Each year, University Housing Services evaluates the merits of adjusting room rental rates for student housing facilities. Early approval is sought to permit sufficient time needed to advertise next year's rates.

SUMMARY AND ANALYSIS: Effective fall semester 2014, Housing Services proposes to raise the rental rates for the University Courtyard Apartments by 3%, which will provide additional revenue needed to maintain and upgrade these facilities. Additionally, Housing Services will offer a renewal program that will enable current residents to lock into the current year's rates for the 2014-2015 academic year. For purposes of budget planning, an occupancy rate of 93% is assumed.

RESOLUTION:

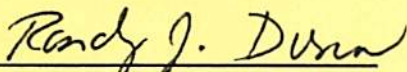
**RESOLUTION TO APPROVE ROOM RENTAL RATES
FOR THE UNIVERSITY COURTYARD APARTMENTS,
EFFECTIVE FALL SEMESTER 2014**

WHEREAS, Ohio law provides that each Board of Trustees of state-assisted institutions of higher education may establish special purpose fees, service charges, and fines and penalties; and

WHEREAS, the University Courtyard Apartments were acquired by the University in 2011; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve the room rental rates for the University Courtyard Apartments, as shown in exhibit __, effective fall semester 2014.

RECOMMEND APPROVAL:



Randy J. Dunn, President

Board of Trustees Meeting

December 18, 2013

YR 2014-

Exhibit __

University Courtyard Apartments
Monthly Room Rental Rates

<u>Unit Type</u>	<u>Proposed FY 2015</u>	<u>Actual FY 2014</u>	<u>Percent Increase</u>	<u>Dollar Increase</u>
1 Bed / 1 Bath	\$757.00	\$735.00	3.0%	\$22.00
2 Bed / 2 Bath	\$639.00	\$620.00	3.1%	\$19.00
4 Bed / 2 Bath	\$551.00	\$535.00	3.0%	\$16.00

AGENDA ITEM: C.1.e.

AGENDA TOPIC: Resolution to Approve Interfund Transfers

STAFF CONTACT(S): Katrena Davidson, Controller

BACKGROUND: The Board of Trustees authorizes interfund transfers greater than \$100,000 or more for operating purposes or for any purpose other than a specific capital improvement and for capital improvements or construction projects of \$500,000 or more.

SUMMARY AND ANALYSIS: The University maintains a Technology Master Plan Reserve fund. As part of the FY2014 budget contingency plan, the University is delaying technology purchases and transferring funds back to the General Fund.

RESOLUTION:

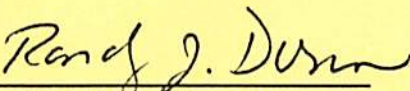
RESOLUTION TO APPROVE INTERFUND TRANSFERS

WHEREAS, Policy Number 3010.01, Budget Transfers, of the *University Guidebook*, requires Board of Trustees approval for interfund transfers of \$100,000 or more for operating purposes or for any purpose other than a specific capital improvement project and for capital improvements or construction projects of \$500,000 or more;

WHEREAS, certain accounting adjustments and transfers outside the operating budget are necessary;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Youngstown State University does hereby approve transfers outside the operating budget, as detailed in Exhibit — -

RECOMMEND APPROVAL:


Randy J. Dunn, President

Board of Trustees Meeting
December 18, 2013
YR 2014-



YOUNGSTOWN STATE UNIVERSITY
Interfund Transfers Requiring Board Approval
Transfers Outside of the Operating Budget
Requested Transfers for Second Quarter 2014

FROM	TO	AMOUNT	REASON
Technology Master Plan (Designated Fund)	General Fund	\$750,000	Transfer as part of FY2014 budget contingency plan.

AGENDA ITEM: C.2.a.

AGENDA TOPIC: Update on University Budget for Fiscal Year 2014

STAFF CONTACT(S): Gene Grilli, Vice President for Finance and Administration and Neal McNally, Director of Budget Planning and Treasury Operations

BACKGROUND: This is a regular report to the Board. University administrators continually monitor financial activity to make certain that the operating budget is properly aligned.

SUMMARY AND ANALYSIS: The University is experiencing a projected revenue shortfall precipitated by two major factors:

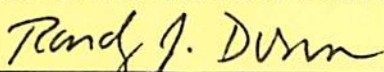
1. Due to the decline in the number students enrolled for the fall 2013 semester, tuition and fee income is projected to be approximately \$3 million below budgeted levels. (This estimate assumes an 8.8% attrition rate for spring 2014 enrollments, which is based on the actual attrition rate from the prior year.)
2. The State Share of Instruction (SSI) calculations for FY 2014 have not yet been finalized by the Ohio Board of Regents. However, preliminary estimates provided by the Regents suggest that the University's SSI allocation could be below budgeted levels by between \$1.2 million and \$1.6 million. The Regents are expected to finalize the SSI calculation in December.

The University has developed a budget-balancing plan to align budgeted expenses with expected revenues. The main components of this plan include the following:

1. Targeted reductions in operating expense accounts, including everything from discretionary travel to equipment purchases. Already, these reductions have yielded over \$1.4 million in budgetary savings.
2. The deferral of non-essential technology purchases and upgrades, which will reduce expenses by \$750,000.
3. Personnel cost reductions, which include a limited number of staff layoffs, voluntary furloughs and vacation day give-backs, the strategic elimination of vacant staff positions, and the continued deferral of filling non-critical position vacancies.
4. The University is also taking steps to reduce energy consumption and to boost spring semester enrollment retention. At the same time, more rigid spending requirements have been established, requiring financial managers to perform greater review and scrutiny of expenditure requests.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:


Randy J. Dunn, President

AGENDA ITEM: C.2.b.

AGENDA TOPIC: Strategic Plan Cornerstone Update

CONTACT(S): Gene Grilli, Vice President for Finance and Administration

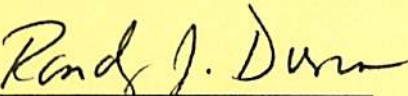
BACKGROUND: Each Strategic Plan Cornerstone is required to present its metrics annually to the Board.

SUMMARY AND ANALYSIS: The Strategic Plan Cornerstone update on Accountability and Sustainability metrics show mixed results for the University's financial picture, show mixed results for facilities and show improvement in efficiency, assessment and training. In particular:

- The University's Senate Bill 6 Ratio's have improved for the second consecutive year.
- The Standard and Poor's and Moody's ratings remain at "A" level.
- Employee training has increased significantly.
- Facilities "Deferred Maintenance" levels remain high.
- Savings from efficiencies yield a net change of 4.35% toward instructional expenditures as a percentage of total University expenditures.

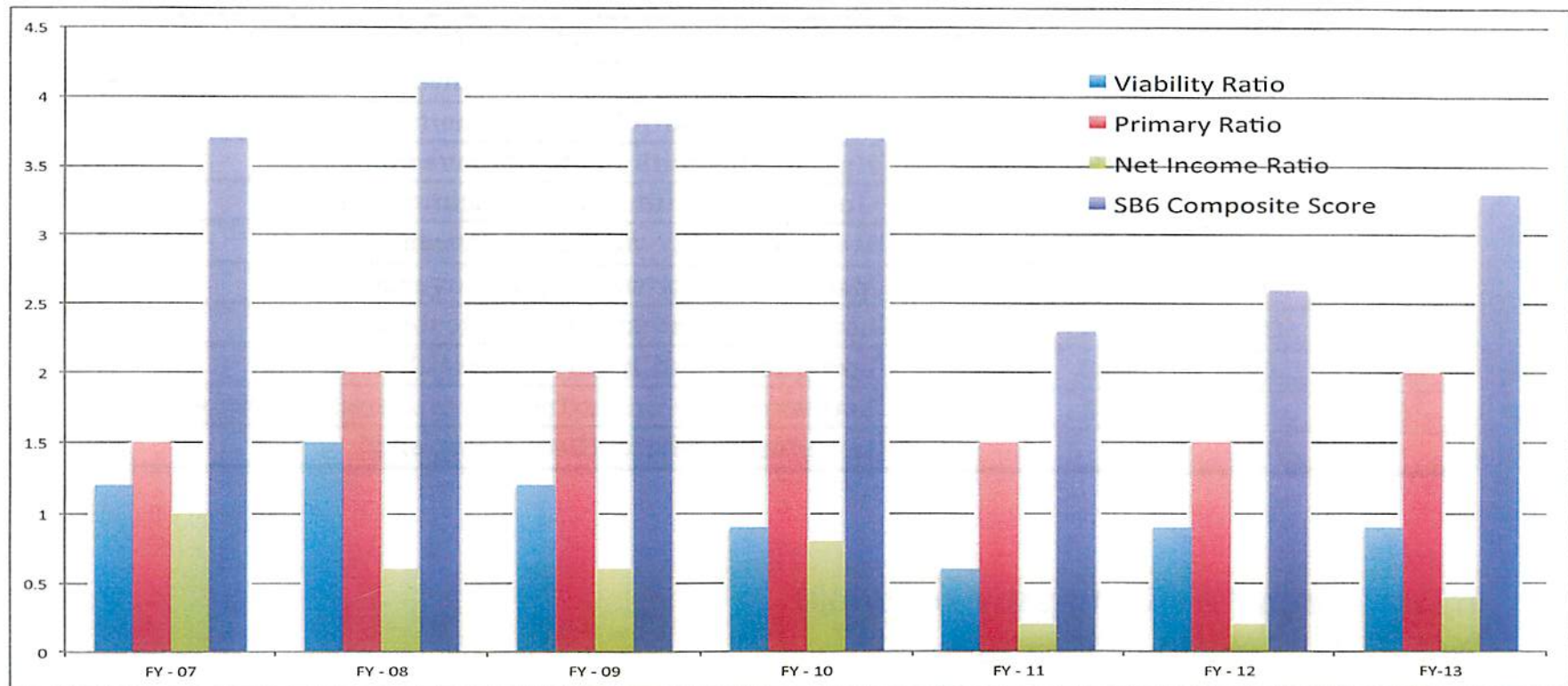
RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:



Randy J. Dunn, President

THEME 1: Fiscal Health – SB-6 Ratios



Maximum composite score is 5.0; Fiscal Watch begins at 1.7

THEME 1: Fiscal Health – S&P; Moody's

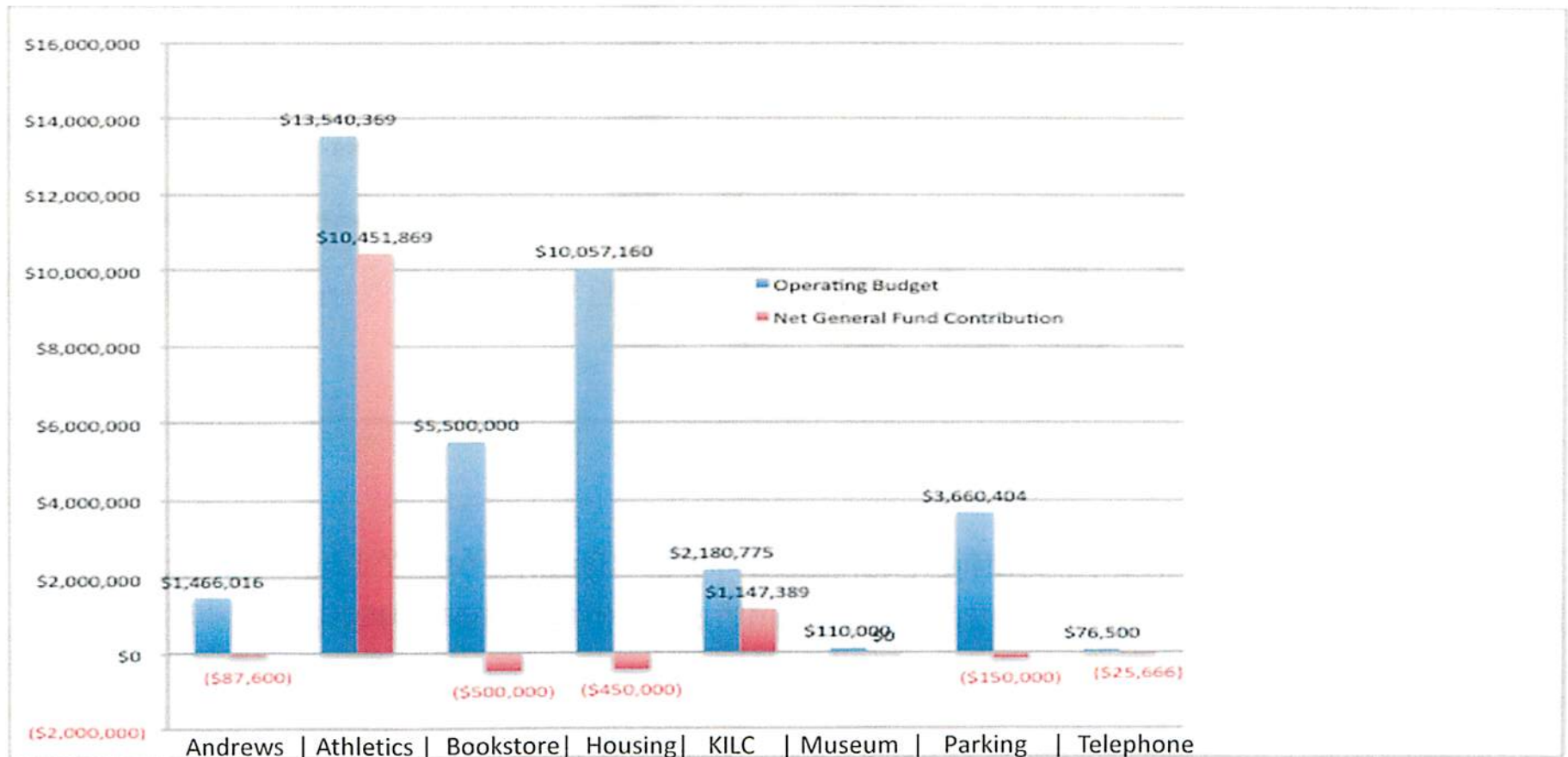
Long-Term Bonds				
Moody's			S & P	Description
Aaa1	Aaa2	Aaa3	AAA	Best quality with little or no investment risk.
Aa1	Aa2	Aa3	AA	High quality with low investment risk.
A1	A2	A3	A	High quality with moderate investment risk.
Baa1	Baa2	Baa3	BBB	Good quality with some investment risk.
Ba1	Ba2	Ba3	BB	Medium quality with some investment risk.
B1	B2	B3	B	Medium quality with higher investment risk.
Caa1	Caa2	Caa3	CCC	Low quality and susceptible to default
Ca1	Ca2	Ca3	CC	Low quality and highly vulnerable to default.
C1	C2	C3	C	Lowest quality and extremely vulnerable to default.
-	-	-	D	In payment default [S&P rating only].

YSU – Moody's – A2 (negative outlook)

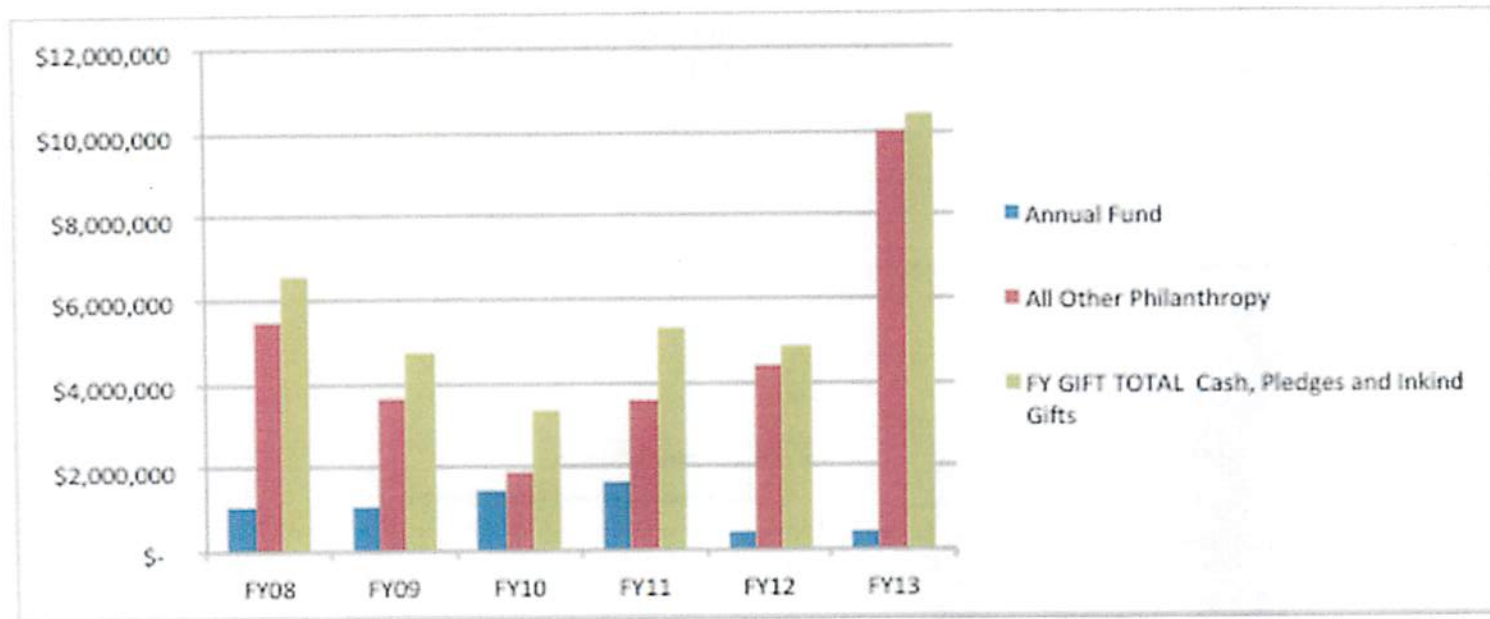
YSU – S&P – A+ (negative outlook)

THEME 1: Fiscal Health – Auxiliaries

Net general fund support below \$0 is a characteristic of fully self-funded auxiliary units that pay an overhead fee to the University.



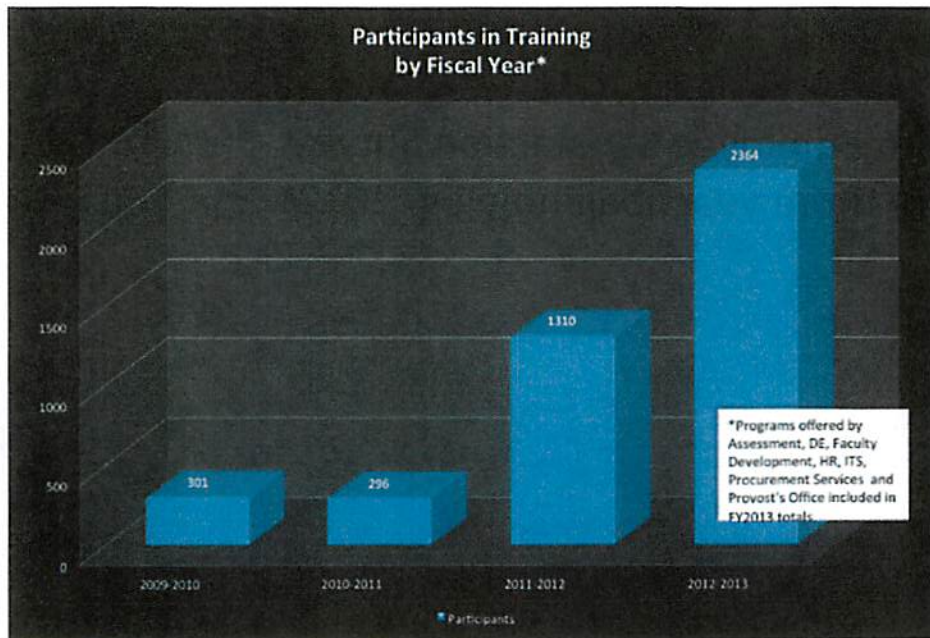
THEME 1: Fiscal Health – Development Goals



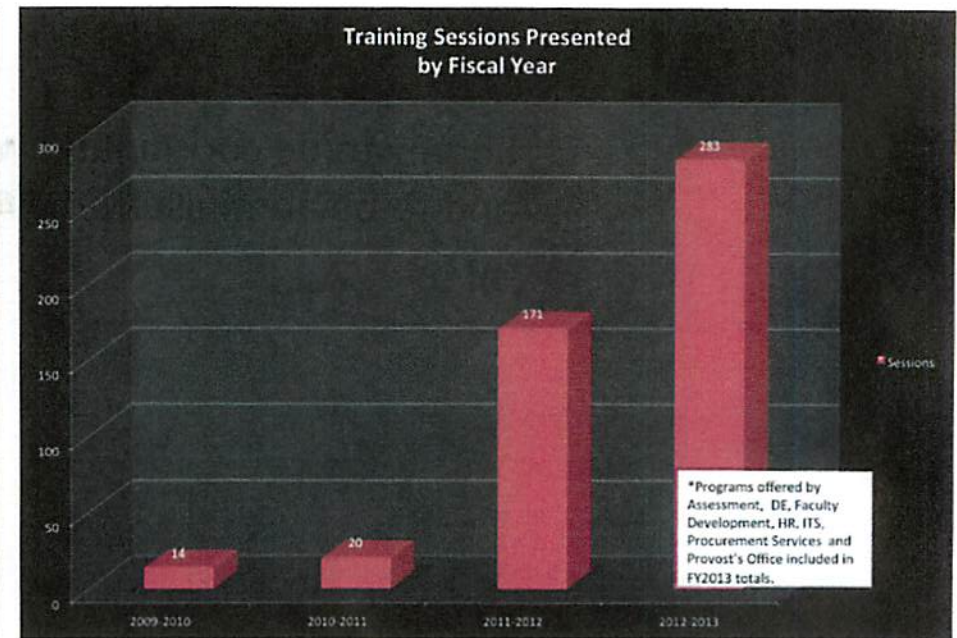
Note: Method for counting changed in FY 13. Graphs for FY 12 and FY 13 represent the same methods for counting. Previous years used an older methodology.

THEME 2: HR Health – Employee Training

Participants



Sessions



THEME 2: HR Health – Diverse Learning Environment Survey

Survey to be coordinated with Employee Satisfaction Survey and to be administered every three years beginning in 2012-2013.

The Strategic Plan of
Youngstown State University
2011-2020

YSU 2020

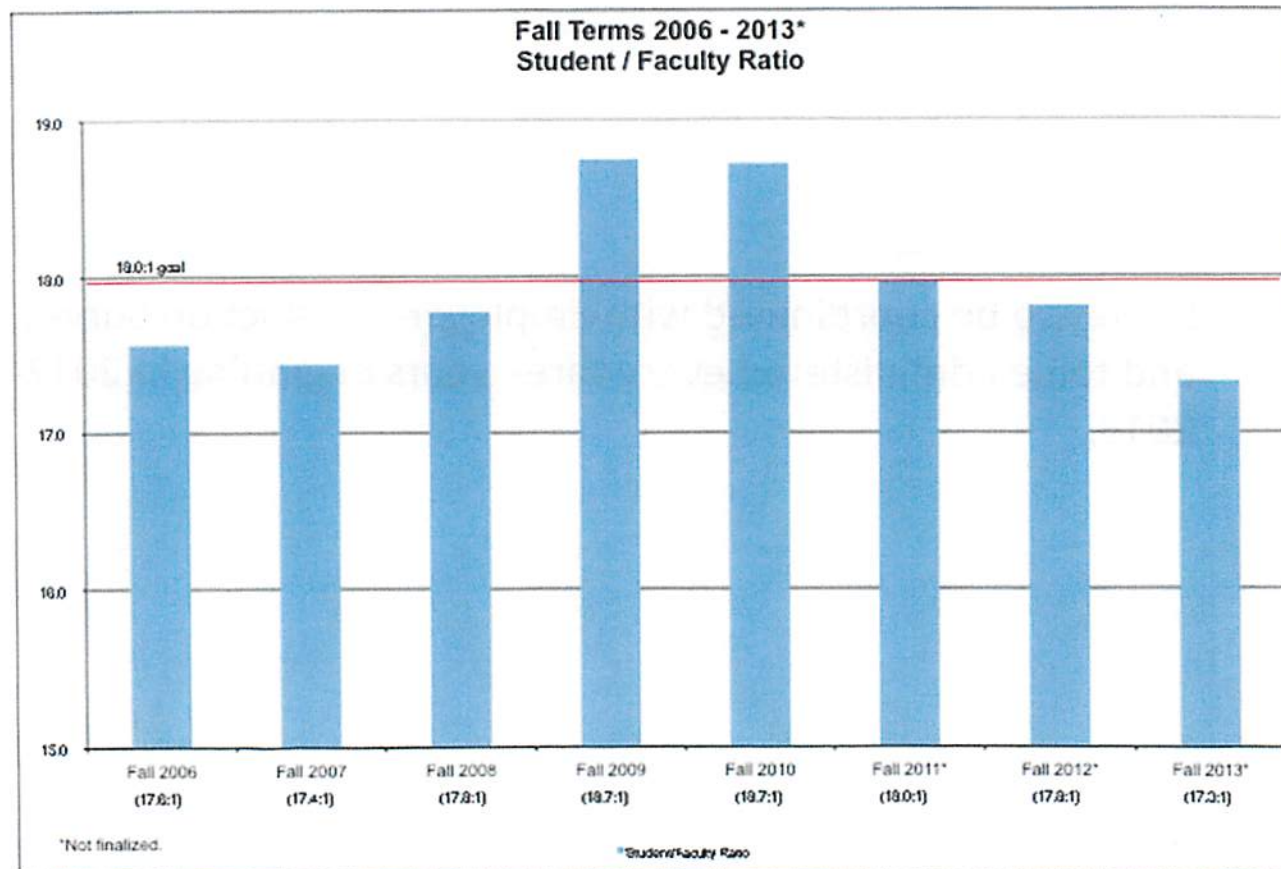
Accountability and Sustainability

Meet strategic goals and maintain institutional vitality.

THEME 2: HR Health – Employee Satisfaction

Survey to be coordinated with Employee Satisfaction Survey and to be administered every three years beginning in 2012-2013.

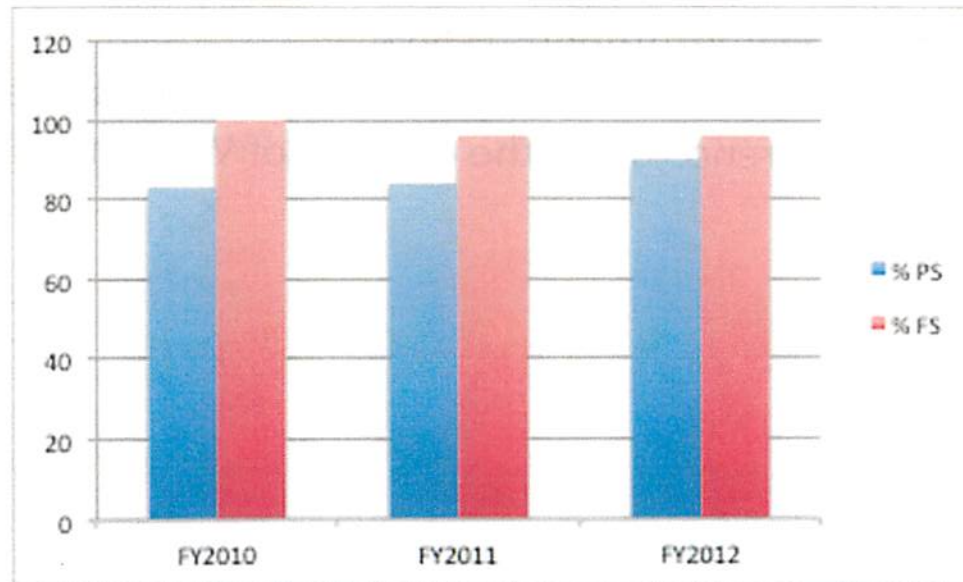
THEME 2: HR Health – Student FTE per Full Time Faculty FTE



THEME 3: Facilities Health – Percentage of Buildings in Satisfactory Condition

- Blue is the percentage of buildings in **physically satisfactory** condition
- Red is the percentage of buildings in **functionally satisfactory** condition

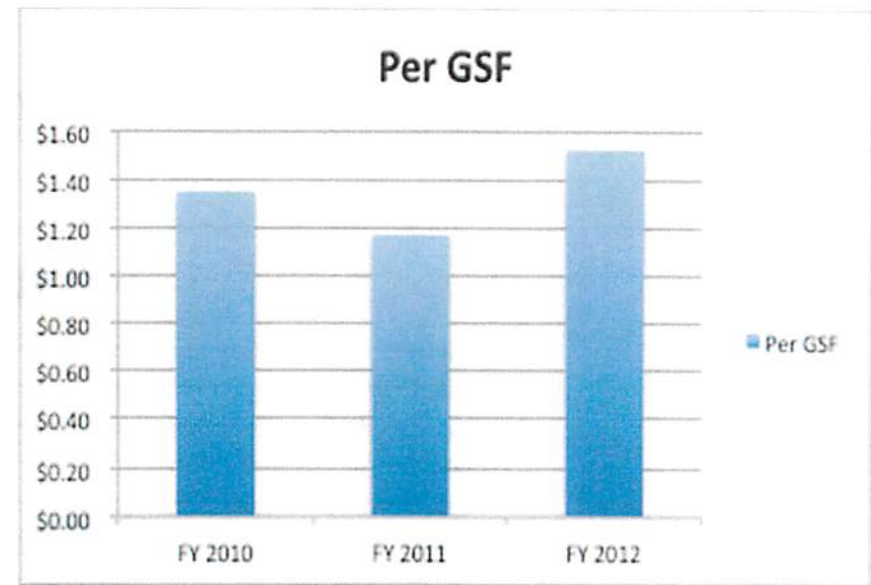
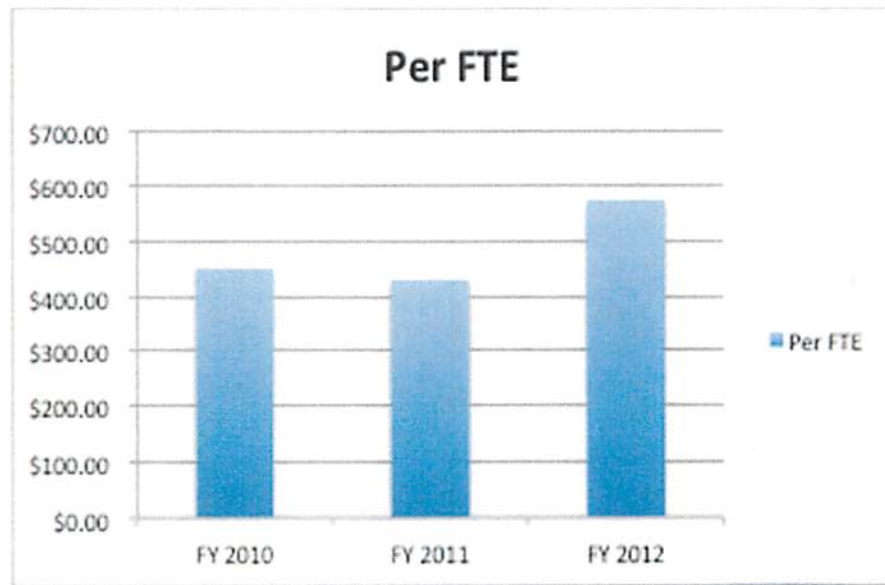
Data are as reported to OBOR. Not included in reporting are buildings which are not currently in use, or are under construction.



THEME 3: *Facilities Health* – *Percentage Buildings over 25 years old*

- The data are for years reported to the State.
- Currently (2012), 60% of the University's space is over 25 years old.
- Average of peer institutions is 55%.
- Last year (2011), the respective numbers were 85% and 55%, the difference being the opening of Williamson Hall.

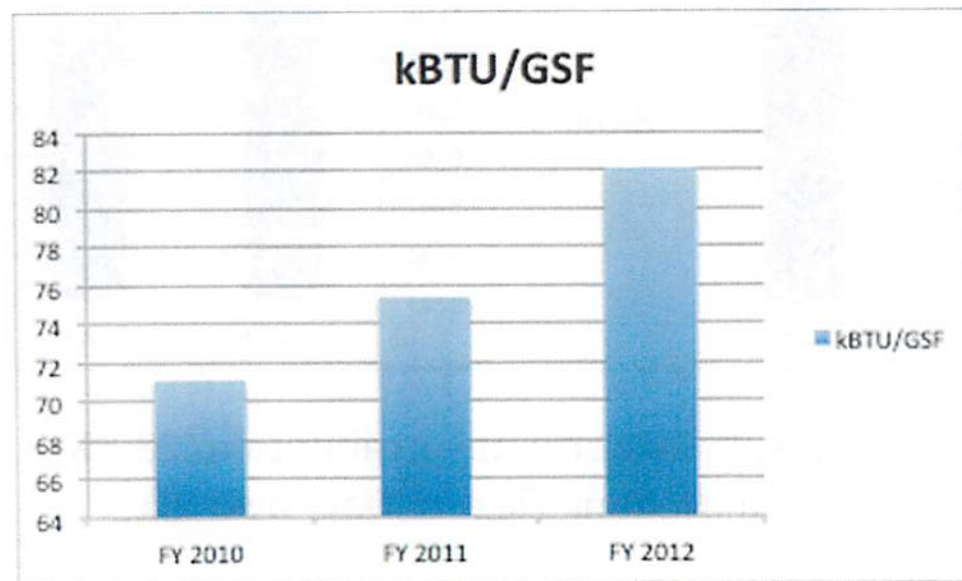
THEME 3: Facilities Health – Utilities cost per gross sq.ft.



- Increases in 2012 can be attributed to 23.5%
- Increase in Heating Degree Days over 2011

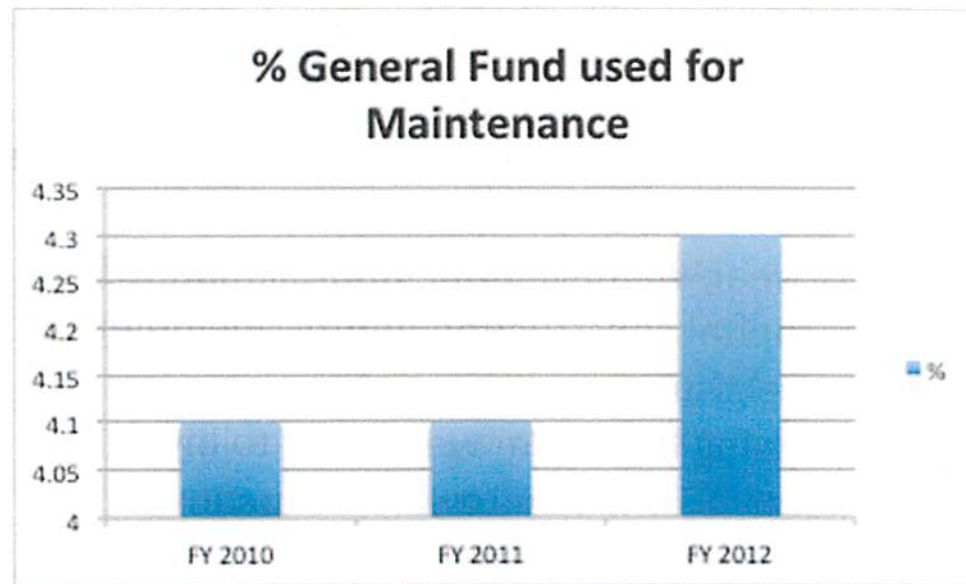
THEME 3: Facilities Health – Energy Consumption

Expressed as Kilo-BTUs per Gross Square Feet of space



Increases in 2012 can be attributed to 23.5% increase in Heating Degree Days over 2011

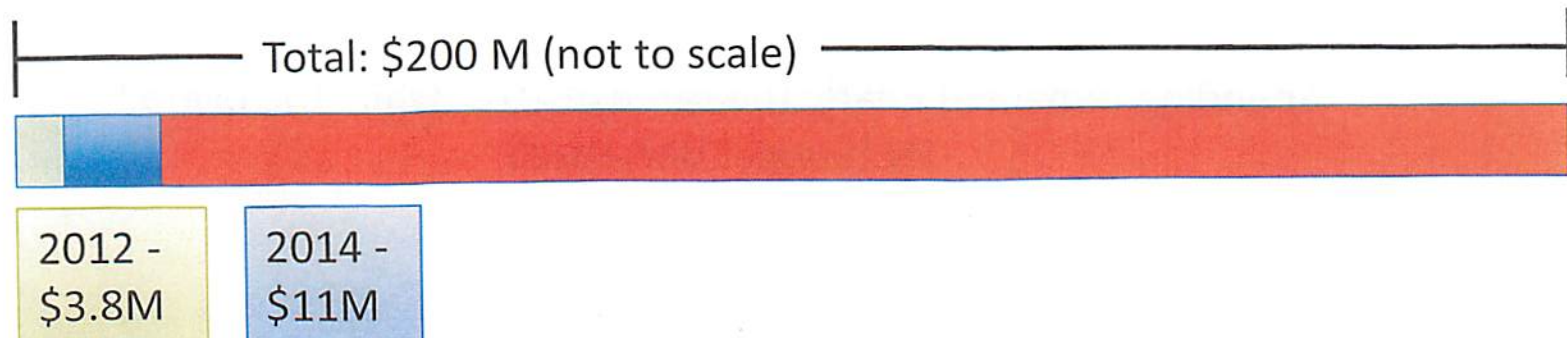
THEME 3: Facilities Health — *Percentage of General Fund used for Maintenance*



Spending remained nearly the same in 2012 while the overall YSU budget decreased.

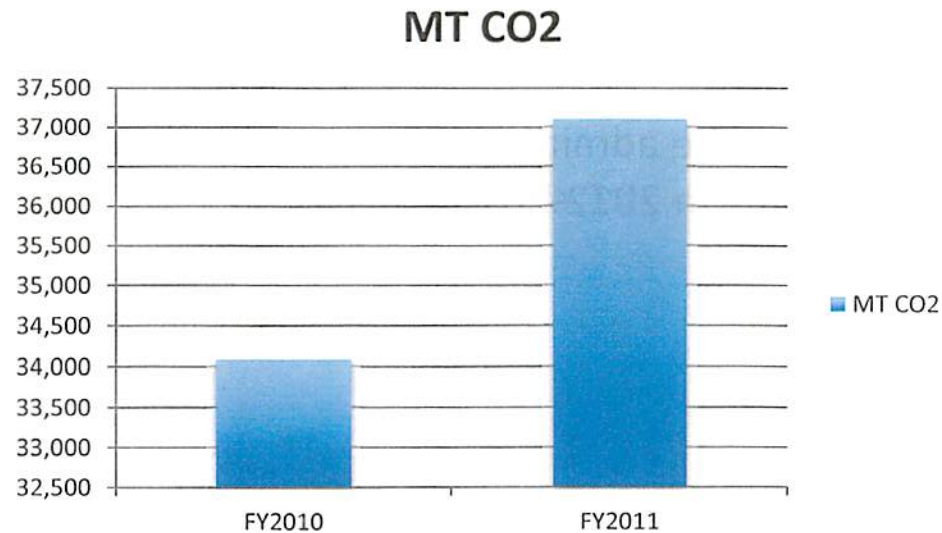
THEME 3: *Facilities Health – Deferred Maintenance*

- In 2012, we established a deferred maintenance backlog in excess of \$200 million. Of that amount, \$79.4 was identified as our ideal maintenance target for the next three years.
- In the past year, we have done approximately \$3.8 million of capital construction addressing deferred maintenance issues.
- In the upcoming biennium we expect to invest approximately \$11million toward reduction of deferred maintenance issues.



THEME 3: Facilities Health – Environmental Footprint Index

Measured in Metric Tons of CO₂ (MT CO₂)



The Strategic Plan of
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YSU 2020

Accountability and Sustainability

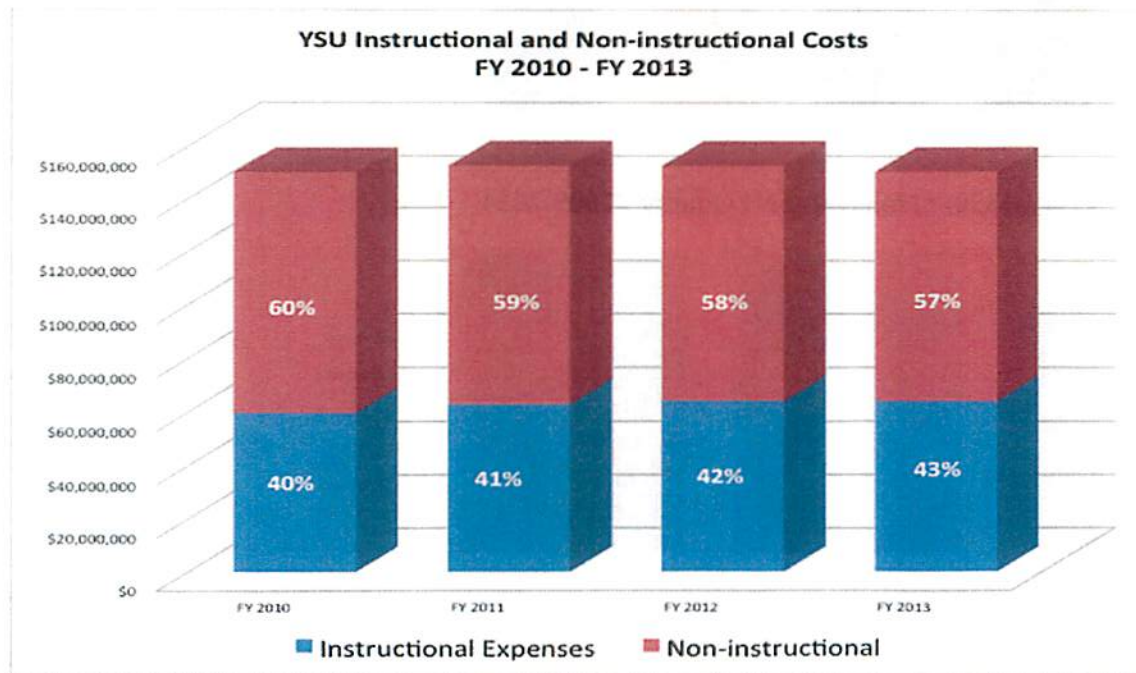
Meet strategic goals and maintain institutional vitality.

THEME 4: Shared Responsibility – Employee Satisfaction

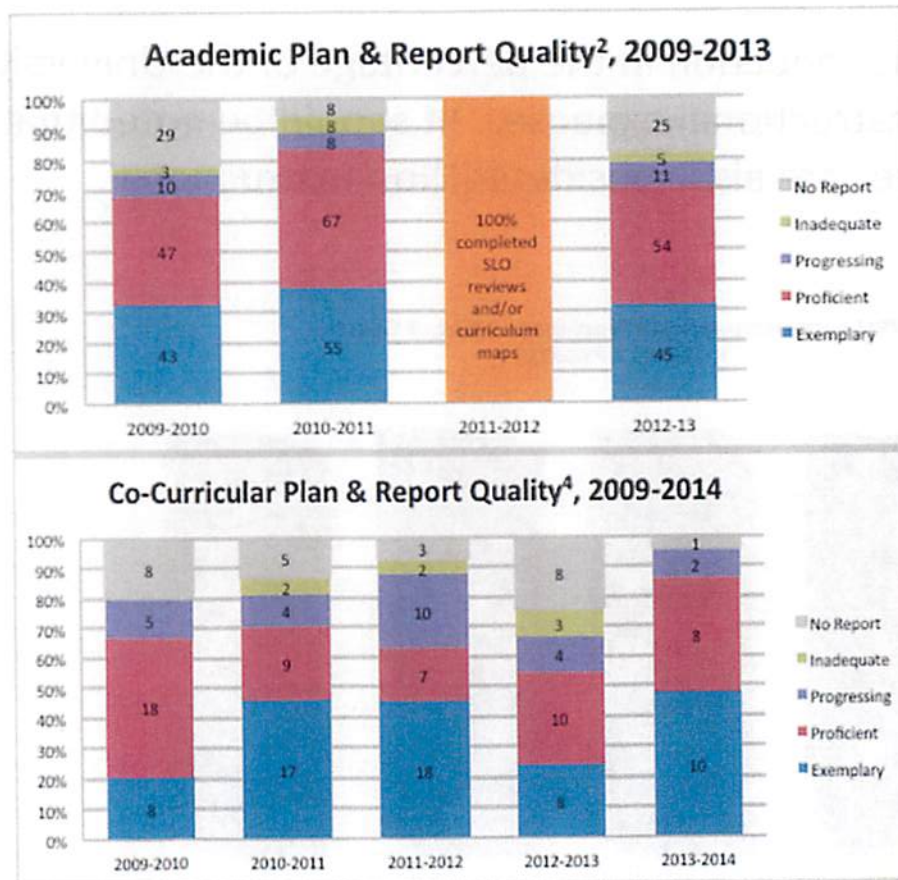
Survey to be administered every three years
beginning in 2012-2013.

THEME 4: Shared Responsibility – Savings from Efficiencies

We define “efficiency” as the reduction in the percentage of the University’s budget consumed by non-instructional expenses. It should be noted that academic “support” expenses are also considered Non-instructional.



THEME 4: Shared Responsibility – Assessment Success



AGENDA ITEM: C.2.c.

AGENDA TOPIC: Discussion on University Metrics

CONTACT(S): Gene Grilli, Vice President for Finance and Administration

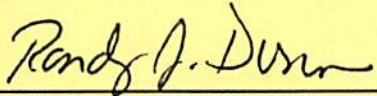
BACKGROUND: The University Administration desires to collect and distribute to the Board of Trustees the data on the University's performance that the Board believes to be both necessary and sufficient. The administration will engage with the Board to better understand what the Board expects.

SUMMARY AND ANALYSIS: The University collects, stores and transmits a multitude of performance data that is generated as a result of the University's activities. Some data is mandated to be communicated to various State, Federal, accrediting and rating agencies and some data is used to evaluate local progress towards goals. At the December Board meeting the broad concept of performance metrics will be discussed with the Board with the goal of resolving the choice of specific Board metrics at the March Board meeting.

Some possible metrics for potential use in a "dashboard" format are attached, and will be part of the larger presentation to the committee.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:



Randy J. Dunn, President

Metrics for Enterprise

- SB6 Ratios (State)
- S&P, Moodys (external standards)
- Revenues projected/revenues realized (local); % or \$ of budget that relies on temp savings
- Strategic Reserves (local)
- Debt service reserves as a % of outstanding debt
- Ratio of instructional/non-instructional expenses (savings from efficiencies)
- Clean audits
- Use of funds: % or \$ amount of budget devoted to instruction, academic support, institutional support, POM, student services and scholarships
- Deferred Maintenance, % of buildings in Satisfactory condition
- Philanthropy (local)

Metrics for Enrollment

- Enrollment numbers (head count and FTE)
- ACT/SAT/high school GPA .. average scores of incoming students
- Course completion rates
- Degree completion rates
- First year retention
- Distance education programs offered / enrollment
- % or number of students requiring remediation
- % and number of students in default on loans
- % and number of students in financial suspension status
- % or number of students in academic suspension status

Metrics for Excellence

- Degree completion rates (YSU 2020)
- Post college success (YSU 2020)
- GRE, MCAT, LSAT scores (YSU 2020)
- Geographical origin of students (athletes/non-athletes);
Number of international students
- Enrollment as a % of capacity of academic programs
- External funding; Sponsored research volume and awards
- Published research
- External rankings of academic programs
- Student to faculty ratio
- Full time to part time faculty ratio

Metrics for Engagement

- Number of students completing internships
- Number of corporate spin-offs
- Partnerships with local governments and businesses
- Crime stats in the campus area

AGENDA ITEM: C.2.d.

AGENDA TOPIC: Planning and Construction Projects Update (Capital Bill Update)

STAFF CONTACT(S): John Hyden, Executive Director of Facilities and Support Services, and Richard White, Associate Director of Planning and Construction

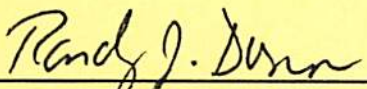
BACKGROUND: This is a regular report presented to the BOT to keep them informed of what major projects are currently ongoing, what projects are bidding, and which projects are currently in development.

SUMMARY AND ANALYSIS: While the majority of our major projects are completed for the summer, several construction projects are ongoing throughout campus and include: roof renovations on Ward Beecher and the Pedestrian Bridge, Moser Hall parapet repairs, elevator upgrades in Bliss Hall, Maag Library and Cushwa Hall, and the Veterans Resource Center. Projects currently in development for 2014 include: DeBartolo Hall Phase II, elevator upgrades Phase II, campus roof renovations, concrete replacement Phase II, Kilcawley House roof replacement, Beeghly Center renovations, parking deck maintenance, campus core lighting upgrades, and exterior door and window repairs.

The Board of Regents and IUC have requested a list of proposed capital projects for the FY15-20 Biennia. This list has been submitted and will be reviewed by the Higher Education Capital Funding Commission, which will then engage in a conference call with YSU to discuss our capital plan. Once approved, we can expect funding to be available by summer 2014 for projects in the FY15-16 biennium.

RESOLUTION: N/A – DISCUSSION ITEM ONLY

REVIEWED AS TO FORM AND CONTENT:



Randy J. Dunn, President

YSU Construction Projects Update

November 7, 2013 BOT

Projects In Process:

- **Roof Renovations – Ward Beecher and Pedestrian Bridge West** (*Capital \$175,000*)
 - A capital request is at OBOR and the hearing date is 11/18.
 - Parts of Ward Beecher roof and the roof over the coffee shop on the Pedestrian Bridge will be replaced.
- **Elevator Upgrades** (*Capital Funds \$1,000,000*) *Murphy Contracting*. Winter Break, Spring
 - Prep work was complete over summer. Work to start again over winter break.
 - Upgrade and modernize elevator cars in Bliss Hall, Maag Library (mid-floor car), and Cushwa Hall North.
- **Moser Hall Parapet** (*Capital Funds \$150,000*) *Lencyk Masonry*
 - Repair parapet on Moser Hall.
- **Veterans Resource Center** (*\$1,250,000*) *Adolph Johnson*
 - Project is underway and so far, on schedule.
- **Storage Building West of Fifth** (*Local Funds \$151,000*) *Adolph Johnson*
 - Storage facility for the West of Fifth Athletic Fields.

Projects Currently In Development:

- **Melnick Hall Renovations** (*Capital/Bonds \$5,300,000*) *Strollo Architects*
 - Renovation of Melnick Hall to relocate and combine Journalism, WYSU Radio, Rookery Radio, Jambar, News Outlet, and some elements of Telecommunications.
 - Drawings and specifications are currently being updated by Strollo's staff.
- **Campus Roof Renovations** (*Capital \$1,650,000*) *Late Summer 2013, complete TBD*
 - BSHM from Youngstown was chosen for the roof design.
 - The roofing consultant will evaluate, design, and manage roof repairs/replacements on various buildings across campus.
- **Elevator Upgrades Phase II** (*Capital \$850,000*) *Domokur Architects*
 - The second phase of elevator upgrades.

2014 Proposed Projects Also in Development:

- DeBartolo Hall Phase II (*Bonds*) \$900,000
- Beeghly Center Renovations (*Capital, Basic Renovation*) \$800,000
- Kilcawley House Roof (*Local*) \$300,000
- Concrete Replacement Phase II (*Capital, Basic Renovation*) \$500,000
- Campus Core Lighting Upgrades (*Capital*) \$450,000
- Generator Upgrades (*Capital*) \$350,000
- Parking Deck Repairs (*Parking Local Funds*) \$500,000
- Exterior Door and Window Renovations (*Capital*) \$500,000

Higher Education Six-Year Capital Plan 2015-2020

Campus Name Youngstown State University

(highest

priority first) Biennium

UNIQUE PROJECT TITLE

STATE FUNDS

LOCAL FUNDS

OTHER FUNDS

Project 1	1516	Elevator Upgrades	2,500,000		
Project 2	1516	Campus Wide Building System Upgrades	1,500,000		
Project 3	1516	Campus Roof Renovations	1,500,000		
Project 4	1516	Campus Core Exterior Lighting Upgrades	800,000		
Project 5	1516	Moser Hall Advanced Manufacturing Lab Renovations	700,000		
Project 6	1516	Instructional Space Upgrades	1,000,000		
Project 7	1516	Utility Distribution Upgrades/Expansion	2,500,000		
Project 8	1516	Restroom Renovations	800,000		
Project 9	1516	Campus Wide Concrete Replacement	600,000		
Project 10	1516	Bliss Hall Renovations	500,000		
1516 Subtotal			12,400,000		
Project 11	1718	Ward Beecher Hall Renovations	2,000,000		
Project 12	1718	Instructional Space Upgrades	1,000,000		
Project 13	1718	Building Envelope Renovations	2,000,000		
Project 14	1718	Campus Wide Building System Upgrades	1,000,000		
Project 15	1718	Beeghly Center Renovations	2,000,000		
Project 16	1718	Meshel Hall Renovations	2,000,000		
Project 17	1718	Emergency Generator Upgrades	800,000		
1718 Subtotal			10,800,000		
Project 18	1920	Instructional Space Upgrades	1,500,000		
Project 19	1920	Elevator Upgrades	2,000,000		
Project 20	1920	Campus Roof Renovations	1,500,000		
Project 21	1920	Moser Hall Renovations	2,000,000		
Project 22	1920	Campus Development	2,000,000		
Project 23	1920	Restroom Renovations	800,000		
Project 24	1920	Campus Wide Concrete Replacement	600,000		
1920 Subtotal			10,400,000		
Six-Year Total			33,600,000	0	0